

# DEPARTMENT OF PUBLIC WORKS AND ENVIRONMENTAL SERVICES BUSINESS PLANNING AND SUPPORT

## Business Planning and Support

### *Agency Position Summary*

35 Regular Positions / 35.0 Regular Staff Years

### ***Position Detail Information***

#### **Office of the Director**

1	Director, Dept. of Public Works
1	Management Analyst IV
1	Management Analyst III
1	Administrative Assistant V
2	Administrative Assistants III
6	Positions
6.0	Staff Years

#### **Business Support**

2	Management Analysts IV
2	Management Analysts III
2	Management Analysts II
3	Training Specialists III
1	Training Specialists II
1	Programmer Analyst III
2	Programmer Analysts II
2	Network/Telecom. Analysts II
1	Data Analyst II
1	Info Tech. Program Manager II
1	Info Tech. Program Manager I
3	Administrative Assistants V
2	Administrative Assistants IV
4	Administrative Assistants III
2	Administrative Assistants II
29	Positions
29.0	Staff Years

# BUSINESS PLANNING AND SUPPORT

## Agency Mission

To provide superior and rapid support to the Department of Public Works and Environmental Services' (DPWES) six core business areas of stormwater, wastewater, solid waste, land development, capital facilities, and facilities management, so that they may realize their full potential in their service to the community.

Agency Summary					
Category	FY 2002 Actual	FY 2003 Adopted Budget Plan	FY 2003 Revised Budget Plan	FY 2004 Advertised Budget Plan	FY 2004 Adopted Budget Plan
Authorized Positions/Staff Years					
Regular	36/ 36	34/ 34	35/ 35	35/ 35	35/ 35
Expenditures:					
Personnel Services	\$1,911,377	\$2,128,863	\$2,101,713	\$2,341,749	\$2,324,679
Operating Expenses	707,366	565,287	592,437	579,059	571,059
Capital Equipment	18,413	0	0	0	0
<b>Subtotal</b>	<b>\$2,637,156</b>	<b>\$2,694,150</b>	<b>\$2,694,150</b>	<b>\$2,920,808</b>	<b>\$2,895,738</b>
Less:					
Recovered Costs	(\$122,864)	(\$145,210)	(\$145,210)	(\$278,753)	(\$278,753)
<b>Total Expenditures</b>	<b>\$2,514,292</b>	<b>\$2,548,940</b>	<b>\$2,548,940</b>	<b>\$2,642,055</b>	<b>\$2,616,985</b>

## Board of Supervisors' Adjustments

*The following funding adjustments reflect all changes to the FY 2004 Advertised Budget Plan, as approved by the Board of Supervisors on April 28, 2003:*

- ◆ A decrease of \$17,070 reflects reduced funding for the Pay for Performance program. Based on the approved 25 percent reduction, the FY 2004 program will result in reductions in the increases employees will receive based on their performance rating, capping employees to a maximum of 5.25 percent. This adjustment leaves in place the Pay for Performance program in preparation for system redesign for FY 2005.
- ◆ A decrease of \$8,000 for PC Replacement charges based on the reduction in the annual contribution for PC replacement by \$100 per PC, from \$500 to \$400.

*The following funding adjustments reflect all approved changes to the FY 2003 Revised Budget Plan from January 1, 2003 through April 21, 2003. Included are all adjustments made as part of the FY 2003 Third Quarter Review:*

- ◆ Funding of \$27,150 is reallocated from Personnel Services to Operating Expenses to provide for higher than anticipated Telecommunications charges and Department of Vehicle Services charges.

# BUSINESS PLANNING AND SUPPORT

---

## ***County Executive Proposed FY 2004 Advertised Budget Plan***

### **Purpose**

Business Planning and Support (BPS) assists the Department of Public Works and Environmental Services Director in providing management support and direction to the Department's six core businesses in the areas of strategic initiatives, policy coordination, financial management, human resources, and systems administration. BPS is not an organizational entity, per se, but is a way of identifying the concept and resources necessary to integrate and direct the work of the Department. Staff units within BPS work collaboratively with corresponding units at the County level and within the Department's business areas to ensure that the actions of the Department are aligned with County and Departmental policies. These BPS units also provide direct services to one or more of the Department's businesses in order to eliminate duplication and provide a high level of expertise.

Business Planning and Support (BPS) meets the administrative needs of the Department through the Director's Office and three operational units or branches. The Director's Office is responsible for overseeing the development and implementation of the Department's Strategic Plan, which aligns the Department with its Guiding Principles (its mission, vision, leadership philosophy, and operational values). The Strategic Plan integrates the Department's six core business areas (Wastewater Management, Stormwater Management, Capital Facilities, Solid Waste Management, Land Development Services, and Facilities Management) into one cohesive organization that is committed to working collaboratively with all its stakeholders, is highly focused on public and customer service, enables all employees to exercise their leadership skills, and is constantly renewing itself. By aligning with its Guiding Principles, the Department equips itself for high performance in meeting the changing expectations of elected and appointed leadership and the evolving needs of customers.

The Business Planning and Support branches provide specialized support services to the Land Development Services (LDS) business area as well as Department-wide advice and counsel in administrative matters, particularly in systems administration, human resources, and financial management.

The function of the Systems Administration Branch (SAB) is to provide information technology support for the Land Development Services (LDS) and Business, Planning and Support (BPS) business areas of DPWES and to act as an authority for Department-wide information technology (IT) issues. SAB supports and develops automated systems used by LDS/BPS to provide faster and more efficient service to its customers. These systems, including the Land Development System, Inspections Services Information System, as well as numerous small "in-house" applications, complete nearly 15 million transactions per year. SAB also supports network and PC operations for 496 users, 450 PCs, nine servers, and numerous peripherals.

On a Department-wide scale, SAB leads and facilitates the prioritization and budget strategy for large scale IT initiatives, provides direction for IT policy affecting the Department's 1,133 users, and develops Internet applications to help extend the Department's services to a 24/7 basis. With a Department-wide IT staff of 19, the branch provides assistance in the recruitment process for the entire Department's IT professionals.

The function of the Human Resources Branch (HR) is to provide training and comprehensive human resources support for the Land Development Services (LDS) and Business, Planning and Support (BPS) business areas of DPWES and to act as an authority for Department-wide HR issues.

# **BUSINESS PLANNING AND SUPPORT**

---

The Human Resources Branch ensures that agency human resource policies and procedures are in conformance with County regulations. The HR Branch also manages the Training Center on a daily basis; provides a full range of employment services including recruitment, interviewing, developing selection processes, and employing and providing new employee orientation; processes personnel actions into the Fairfax County PRISM system and counsels management and employees on a variety of personnel actions such as employee benefits, promotions, reassignments, reclassifications, retirement, etc.; conducts job analyses; oversees the development, implementation, and evaluation of personnel/training programs; operates the multi-rater pay for performance systems for DPWES; and provides guidance in the area of employee relations. The HR Branch also serves as a resource to DPWES regarding interpretation of personnel regulations, resolution of complex personnel issues, and consultation services for sensitive management and employee issues.

The function of the Financial Management Branch (FMB) is to provide financial management for the Land Development Services (LDS) and Business Planning and Support (BPS) business areas with a total annual budget of \$23 million. FMB operates a centralized Cashier's Office for collection of development-related fees for several county agencies, accounting for approximately \$50 million of revenue annually. FMB also serves as a liaison on Department-wide financial matters.

FMB determines and recommends operational requirements for the annual budget submission and quarterly budget reviews by soliciting information from the appropriate managers. FMB also is responsible for initiating all procurement actions, revenue and workload forecasting and establishing and monitoring service contracts. Additionally, the branch ensures sound financial procedures and policies are in place to safeguard resources.

## **Key Accomplishments**

- ◆ Completion of the FY 2003 DPWES Strategic Plan which includes the Department's Guiding Principles (mission, vision, values, leadership philosophy), performance measurements, strategy statements and tactical plans, and charters for the business area teams and ad hoc committees. Designed and implemented a Leadership Development Program in partnership with George Mason University modeled after the Leadership Fairfax program of the Chamber of Commerce. The initial class of 20 Departmental employees completed the 9-month program in May 2002.
- ◆ Development of an orientation program for new DPWES employees. The first employee orientation program was held in June 2002.
- ◆ Creation of a Workforce Competencies Committee which is developing core workforce competencies for all Departmental positions, as well as additional competencies for each position class. A workforce competencies pilot for the Management Analyst class series was completed in fall 2001. The workforce competencies will be used to develop training and development programs for employees.
- ◆ Establishment of a Partners Group, a cross-organizational group of employees who are working with the Department's Leadership Council to facilitate the Department's movement towards shared leadership responsibility and participative management.
- ◆ Development and implementation of a Self-directed Business Team (SDBT) pilot to begin the first phase of the Department's organizational migration strategy to team-based management. The SDBT pilot was begun in the Wastewater Management and Solid Waste Management Business Areas in July 2002.
- ◆ Establishment of a petty cash fund in the Cashiers Office located in the Herrity Building for Land Development Services and Business Planning and Support personnel. This fund is used to reimburse employees for personal funds expended on small, authorized purchases required for business.
- ◆ Implementation of a permit application forum for managers of the various elements of the Permit Application Center to discuss and change operating procedures to improve customer relations.

# **BUSINESS PLANNING AND SUPPORT**

---

- ◆ Establishment of an applications SQL server to support large-scale databases and small-scale online (e-Government) applications.
- ◆ Launching of a DPWES Infoweb presence to deliver information and software applications to County employees, particularly Department staff.
- ◆ Completion of an all-employee survey and analysis of the operation of the DPWES Multi-rater Pay-for-Performance system during FY 2002. Revision to the DPWES Multi-rater Guidelines based on these findings to improve the capability of the system in rating employee performance
- ◆ Establishment of a Pay-for-Performance Systems Enhancement Team to review the existing administrative processes, including hardware and software, used in the DPWES Multi-rater Pay-for-Performance system; recommend improvements and the necessary resource requirements to enhance the timeliness, efficiency, and accuracy of processing Multi-rater Pay-for-Performance documents; and implement approved system enhancements. Several enhancements are anticipated during FY 2003.

## **FY 2004 Initiatives**

- ◆ Initiate a Workforce Planning process that identifies the workforce needs of the Department, both now and in the future. An assessment of workforce competency needs, compensation needs, and staffing needs will be included in the workforce plan. This workforce plan will be a critical component when developing and implementing strategies for succession planning, organizational structure, business forecasting, and training and development.
- ◆ Conduct an employee survey to assess the Department's work culture. The survey will be designed to enable individual supervisors to develop action plans that address specific issues within their work units.
- ◆ Develop performance measures that are more outcome-based at both the Department level and at the business area level. Processes to gather the data for each performance measure will be developed and implemented.
- ◆ Develop and implement an action plan to continue the organizational migration to team-based management at the division level. This action plan will include items such as capacity building needs for the business teams and division directors, refining the role of office directors in the transitional phase and addressing how mission-critical duties of office directors will be handled when the organizational migration is completed.
- ◆ Develop a comprehensive training and development program for supervisory staff to define clearly and communicate throughout the Department the role of the supervisor in participative management. The program will include training in the areas of: coaching and mentoring employees, conducting performance evaluations, enabling delegation of responsibilities, strategic thinking and planning, and outcome-based performance measures.
- ◆ Develop a comprehensive curriculum to shape the content of the monthly meetings of the Department's Management Council, which is comprised of all employees serving on the Department's business area teams.
- ◆ Develop a tactical plan to revise the Department's current performance management to improve its effectiveness. Specific areas to be addressed include: development of job-specific performance elements and incorporation of new expectations into the performance elements of supervisors.

## BUSINESS PLANNING AND SUPPORT

---

- ◆ Develop and implement a strategy to define and enhance customer relationships at both the Department level and business area level. This Strategic Customer Value Analysis will address questions such as: Who are our customers and who should they be, now and in the future? How do we partner with our customers to determine what they want and need, now and in the future? Are we doing the right things for the right customers, now and in the future?
- ◆ Implement the Department's strategy for environmental protection and enhancement by developing tactical and action plans in the areas of stream protection and tree conservation.
- ◆ Develop tactical plans to enhance financial management in the areas of collaborative budget preparation and prioritization, an integrated capital improvement program process, best practices for financial management cross-organizationally, and development of a resource plan to support the Department's strategic initiatives.
- ◆ Deliver several e-Government and other online applications to support the Department's customers. These applications will provide for electronic data collection and report generation in the following areas. Trash haulers will be able to report recycling tonnage; architects and engineers will be able to retrieve rejection comments from building plan review, County employees will be able to report recyclable PCs, and users in the Land Development Services and Business Planning and Support business areas will be able to update the PC inventory.
- ◆ Establish protocols to allow SAB to back up all business areas within the Department in resetting passwords and resolving network issues.
- ◆ Develop the capability to scan performance ratings assigned by the multi-raters directly into the DPWES Pay-for-Performance software thus eliminating manual entry and ensuring the accuracy of the input data.
- ◆ Enable payroll/personnel administrative assistants to enter performance elements and bars and to reproduce all of the necessary documents for the processing of the Pay-for-Performance system. One person currently is performing these processes centrally. This capability is essential as DPWES moves to individual, position-based performance elements and bars and away from generic class performance elements and bars.
- ◆ Develop and deliver training programs in facilitation techniques to enhance capacity to support team activities throughout the Department.
- ◆ Implement the DPWES Human Resources Information System (HRIS) throughout the Department. This system will enable supervisors and managers to make sound employee management decisions based on current employee information readily available to them through their PCs. This system will become an integral tool for such things as workforce planning, determining training needs, and for conducting analyses about DPWES human resource practices.

### **FY 2004 Budget Reductions**

As part of the FY 2004 Advertised Budget Plan, reductions totaling \$133,543 are proposed by the County Executive for this agency. These reductions include:

- ◆ A net decrease of \$133,543 results from an increase in Recovered Costs to more appropriately recoup agency expenditures for administrative support provided to Department of Public Works and Environmental Management Services' funds in the Wastewater Management Program and the Division of Solid Waste.

# BUSINESS PLANNING AND SUPPORT

---

## Performance Measurement Results

A review of the performance indicators reveals a high degree of commitment to and by the employees of DPWES. The number of certification lists processed was less than the estimate. Positions are “turning-over” at a lower rate because of the stressed economy. The number of fiscal transactions increased significantly due to the various purchasing alternatives available to staff. Staff is able to procure goods quicker because of the procurement card; however, use of the procurement card necessitates a more detailed audit trail.

## Funding Adjustments

*The following funding adjustments from the FY 2003 Revised Budget Plan are necessary to support the FY 2004 program:*

- ◆ An increase of \$212,886 in Personnel Services associated with salary adjustments necessary to support the County’s compensation program.
- ◆ An increase of \$13,772 in Operating Expenses results from an increase of \$19,117 in Information Technology infrastructure charges based on the agency’s historic usage and an increase of \$2,655 for Department of Vehicle Services charges based on anticipated charges for fuel, the County motor pool, vehicle replacement, and maintenance costs, partially offset by a decrease of \$8,000 for PC Replacement charges for annual contributions to the PC replacement reserve to provide timely replacement of aging and obsolete computer equipment.

*The following funding adjustments reflect all approved changes to the FY 2003 Revised Budget Plan since passage of the FY 2003 Adopted Budget Plan. Included are all adjustments made as part of the FY 2002 Carryover Review and all other approved changes through December 31, 2002:*

- ◆ The County Executive approved a redirection of 1/1.0 SYE position from the Department of Administration for Human Services to support technology requirements of the Department of Public Works and Environmental Services.

## Performance Measures

### Objectives

- ◆ To provide clear direction, leadership, and strategic management necessary for all DPWES agencies to deliver services efficiently and effectively by achieving 100 percent of performance targets.
- ◆ To maintain 100 percent satisfaction with all time-sensitive deadlines for agency fiscal requests.
- ◆ To ensure that BPS obtains 100 percent of the certification lists from the Department of Human Resources within 4 weeks.

# BUSINESS PLANNING AND SUPPORT

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2000 Actual	FY 2001 Actual	FY 2002 Estimate/Actual	FY 2003	FY 2004
<b>Output:</b>					
Performance targets managed	37	35	36 / 37	37	37
Fiscal transactions completed	NA	3,657	3,100 / 4,720	4,720	4,720
Certification lists processed	100	58	50 / 44	38	38
<b>Efficiency:</b>					
Fiscal transactions completed per staff	NA	610	517 / 944	944	944
Staff per certification list processed	50	26	25 / 22	19	19
<b>Service Quality:</b>					
Percent of senior managers satisfied with the leadership	NA	90%	90% / 90%	90%	90%
Percent of fiscal transactions completed accurately	100%	100%	100% / 97%	100%	100%
Weeks to forward certification lists to program staff	4	1	1 / 1	1	1
<b>Outcome:</b>					
Percent of PM targets achieved	100%	100%	100% / 100%	100%	100%
Percent of agency budget projects completed on time	100%	100%	100% / 100%	100%	100%
Percent of certification lists obtained within four weeks	100%	100%	100% / 100%	100%	100%